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**Forces shaping the emergence of hybrid management systems in Southern Africa: A pilot study
- Presentation 30 mins -**

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Abstract

By looking at the management practices of NGOs active in combating HIV/AIDS in the Eastern Cape Province, South Africa the present study aims to identify, describe and produce an analysis of the power dynamics at play in the emergence of hybrid management systems. Drawing on the approach suggested by Jackson (in press) a qualitative, *phronetic* case study methodology was used. In-depth semi-structured interviews were conducted with managers and team leaders in five NGOs in Port Elizabeth and Grahamstown. Using the critical incident technique respondents were asked to identify and describe the factors helping or hindering daily management in their organizations. Two versions of the questionnaire were tested and the data were analysed by using the concept of interfaces to investigate the cross-cultural interactions at multiple levels in order to map the ways in which the power dynamics influence project management. Drawing on postcolonial theory and Homi Bhabha's concept of hybridity, these cultural interactions are contextualised within the 'international aid regime'. The methodological limitations are discussed and avenues for furthering cross-cultural management research in the context of Third World countries are considered.

Learning outcomes for participants

- Introduction to *phronetic* management research methodology
- Postcolonial reading of NGO management practices in South Africa: Mimicry, hybridity and the third space

Profile

Frederik Claeyé is engaged in MPhil-PhD research at Middlesex University Business School, UK and visiting lecturer at Nelson Mandela Metropolitan University, Port Elizabeth, South Africa. He holds a MA in Conflict and Development from Ghent University (Belgium) and an MSc Research Methods from Middlesex University Business School. He has lived in developing countries for over 10 years. In 2006-7 he carried out independent research on local notions of development in Morogoro, Tanzania. In 2007-8 he was key researcher for the UK Department of Education and British Council funded project 'Cross-Cultural Management in Health Service Project Delivery: HIV/AIDS & TB in South-Africa and Botswana', where he also coordinated the activity of researchers in South Africa and Botswana. He has presented a number of conference papers in the area of cross-cultural management and power dynamics in international development, and has a research article under consideration by a refereed scholarly journal.